



# Turning Training into Action:

*What I'm doing with what I learned at Harvard*

*Jonathan Witter*

# Agenda

- **Learning Modules**
- **Learning Methodology**
- **Leadership in Crises**
- **Strategy**
- **Negotiation**
- **My Assessment of the Course**

# Senior Managers in Government Learning

**Managing For Results**



**Leadership and Crises**



**Strategy**

**Implementing Strategy**

**Organizational Design**

**Policy Development**

**Communicating Your Message**

**Political Management**

**Ethics in Government**

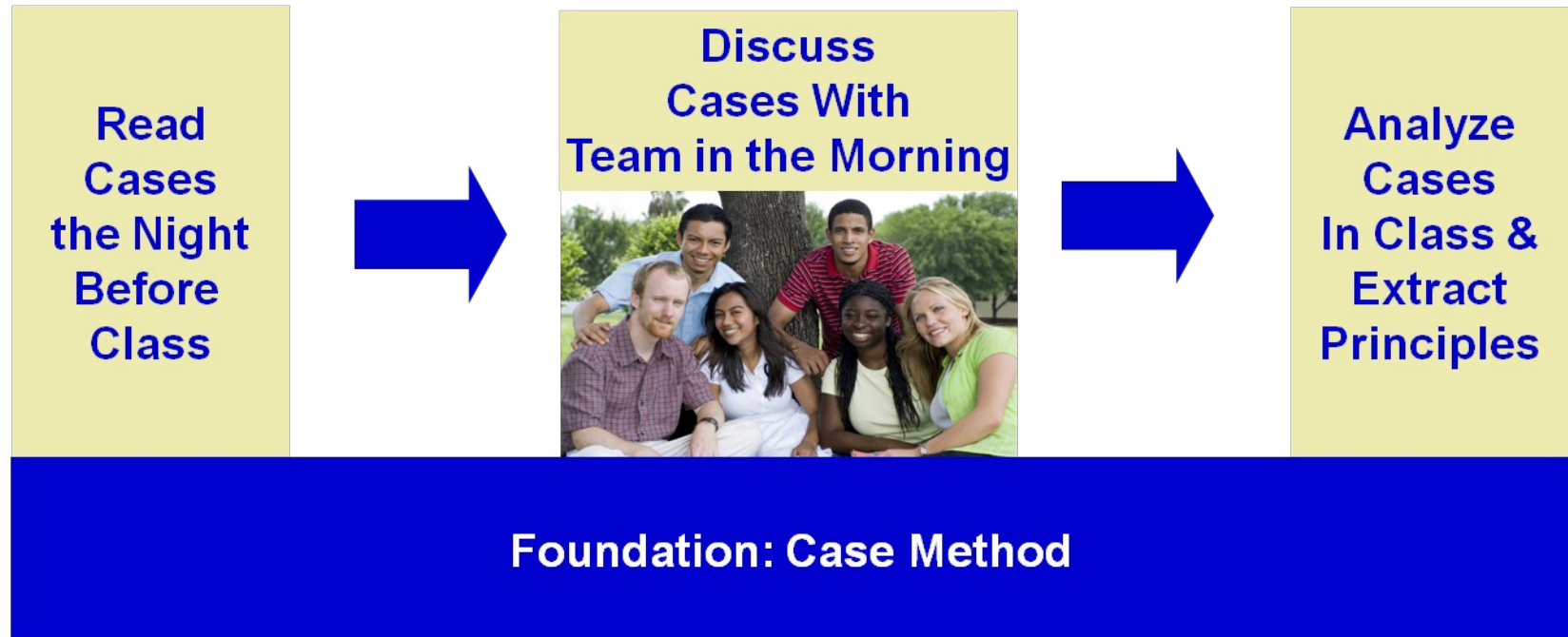
**Economic Policy**



**Negotiations**

**Transactional Leadership/Transformational Leadership**


# Harvard: The Training Methodology



# Leadership and Crisis



## Key Rules for Leaders, Characteristics of Organizations *Professor Dutch Leonard*

### Key Rules for Leaders

1. Maintain Situational Awareness 
2. Activate Devices to Broaden Situational Awareness
3. Willingness to Make Decisions
4. Willingness to Act
5. Exercise Clear Communication
6. Alertness to Disconfirming Evidence 

### Characteristics of Organizations

*Premise: Adaptive organizations have the best chance of surviving & thriving*

1. Recognize Changing Situations 
2. Creatively Generate Options 
3. Predict Outcomes
4. Choose (Using decision tools)
5. Execute and Let Go of Status Quo

Case: Shackleton

# Leadership and Crisis

## Avoiding Cognitive Biases *Professor Dutch Leonard*

### Avoid These Cognitive Biases in High Stress Situations

1. Overweighting your own experience
2. Illusion of own experience
3. Not observing disconfirming evidence
4. Escalating commitment to existing strategy
5. Migration of objectives
6. Homogeneous thinking arising from a nondiverse team ★





Case: Shackleton

# Leadership and Crisis

## Communication During Crisis

***Professors Dutch Leonard and Hannah Riley Bowles***

### Communication During Crises

1. Say What You Know AND the Basis for Your Knowledge 
2. Say What You are Doing
3. Say What Others Should Do
4. Prepare Canned Communication Scripts for Various Emergencies 

**Cases: (1) Three Mile Island (2) Mayor Giuliani**







# Module: Strategy (*Professor Mark Moore*)

*What is the public value that your organization supplies?*



*Defining your value drives the approach you take to accomplishing our mission.*



Enforce  
the  
Law

vs

Reduce  
Crime

Source: Harvard Lectures of Roger Porter and Mark H. Moore

# Module: Strategy (*Professor Mark Moore*)

*What is the public value that your organization supplies?*



*Defining your value drives the approach you take to accomplishing our mission.*



Pay  
Vendors

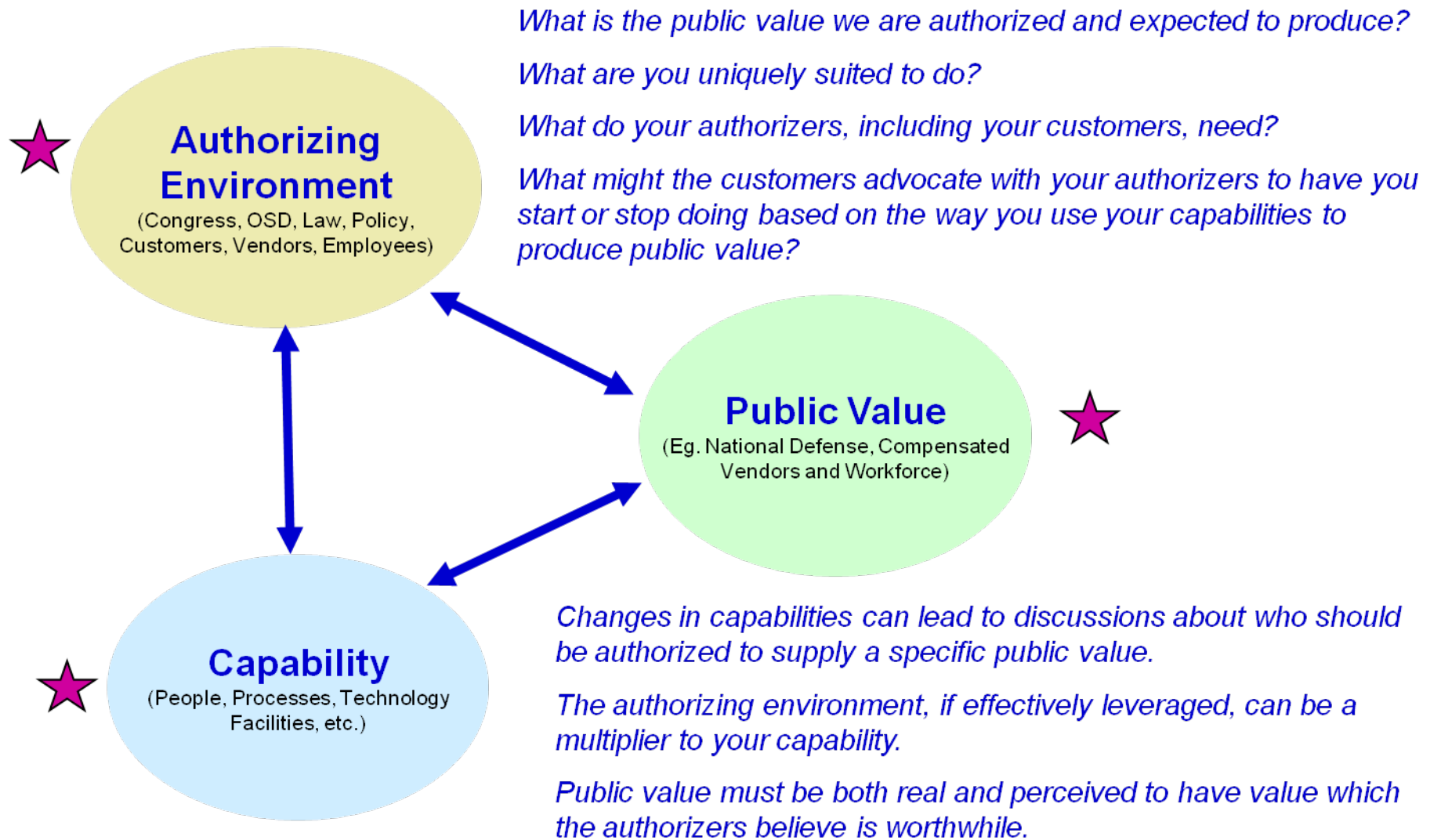
vs

Support  
Effective  
Acquisition



Source: Harvard Lectures of Roger Porter and Mark H. Moore

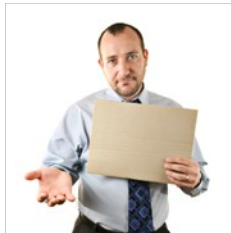
# Module: Strategy (Professor Mark Moore)



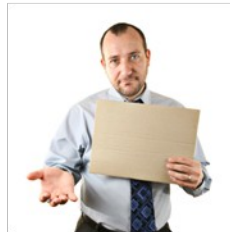
Source: Harvard Lectures of Roger Porter and Mark H. Moore

# Module: Strategy (*Professor Mark Moore*)

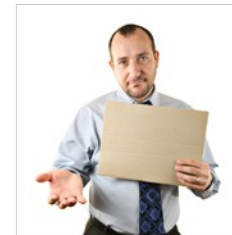
Be alert to a single constituency having multiple perspectives



Citizen  
may not want  
regulation  
e.g. license



Taxpayer  
wants low  
costs and  
lower taxes

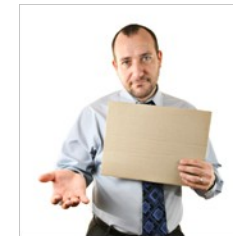
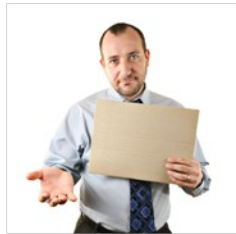


Client  
wants fast  
DMV service  
which drives up  
costs

*To build and execute an effective strategy, an organization must understand and leverage the multidimensional perspectives of those stakeholders in the triangle.*

# Module: Strategy (*Professor Mark Moore*)

Be alert to a single constituency having multiple perspectives



Customer

Bill Payer

Processors  
-Contracting  
Officers  
-Recipients



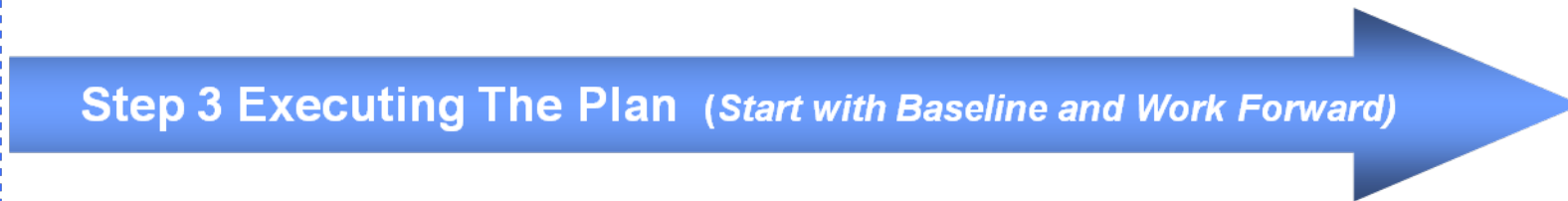
*To build and execute an effective strategy, an organization must understand and leverage the multidimensional perspectives of those stakeholders in the triangle.*

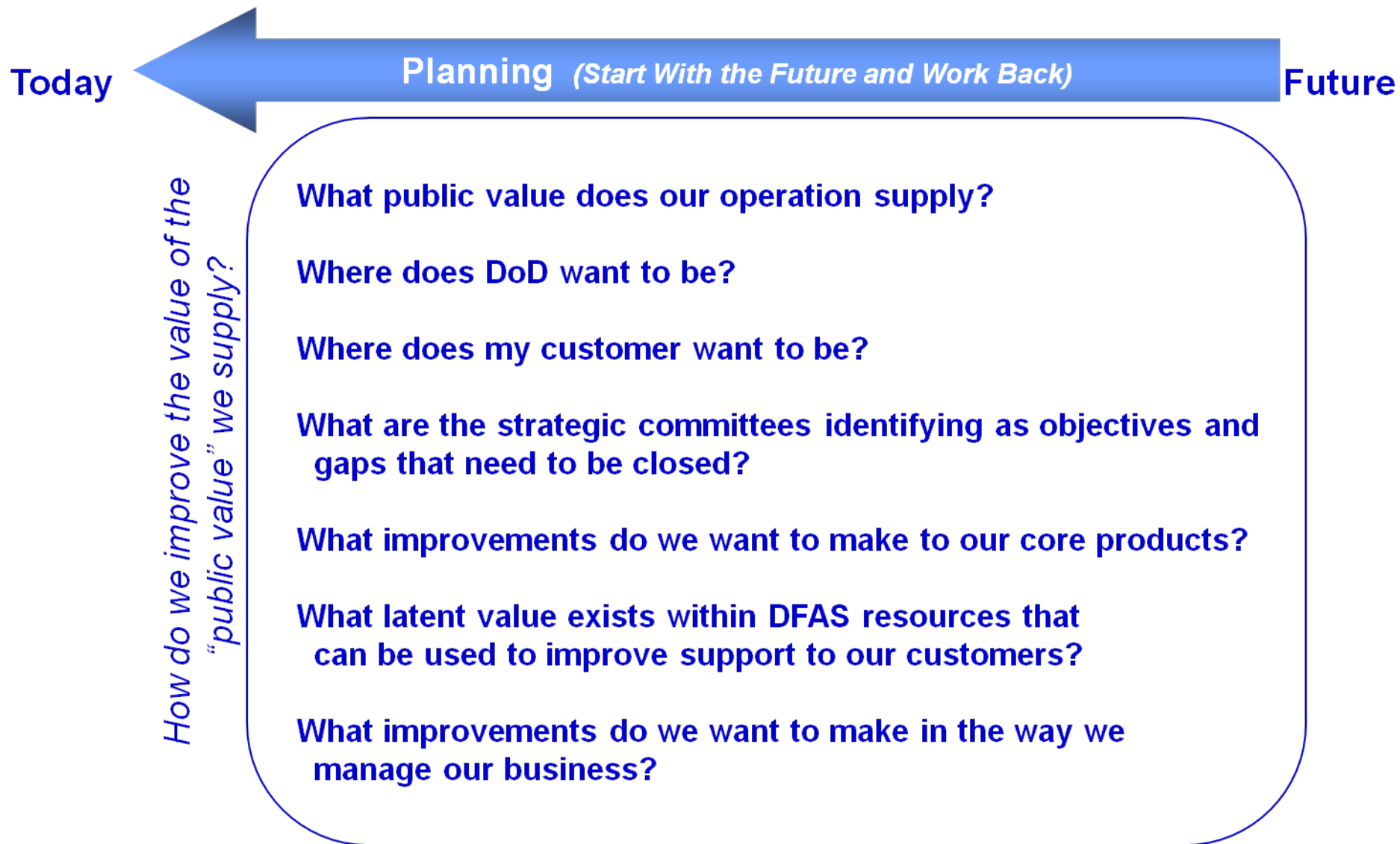


Today

Step 1 Define The Public Value

2015







## EXECUTIVE OFFSITE

NOVEMBER 4 - 6, 2009

## Foundational Information Needed to Negotiate

1. Know your Best Alternative to Not Negotiating (BATNA) ★
2. Know your opponents BATNA
3. Know your Reservation Value (the point at which you would be indifferent)
4. Know the Zone of Possible Agreement

## Tactics for Traditional Negotiation

1. Anchor appropriately
2. Make sure process is perceived to be fair
3. Manage your patterns of concession
4. If negotiations break down, focus on agreeing on process

## Joint Problem Solving

1. Manage physical space
2. Frame as a joint problem
3. Identify ZOPA through active listening
4. Identify coalitions (positional vice interest based)
5. Create value as part of the process
6. Propose package (negotiate multiple items simultaneously)
7. Know when to “shuttle” and when to “summit”
8. Before signing, look for post settlement, settlements

## TOOLS

1. Manage Environment
2. Options List
3. Map of Core Players
4. Decision Maps
5. Framework (Party, Position, Interests, BATNA, Timeline)





# My Assessment of the Course

- Learning Methodology
  - Anchored Theory to a Real Story
  - Improving Recall and Application
- Content
- Composition of Class
- Instructors
- Activities
- Housing

Excellent

Relevant

Excellent

Mostly Excellent

Excellent

Fine

